

# **Government Management Accountability and Performance (GMAP)**

## **Communicating Results**

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### **Introduction**

GMAP gives the Governor a clear, concise view of how government programs are working and whether citizens are receiving value for their tax dollars. But without a strong communications program, the public won't learn what they need to know about state government accountability and outcomes.

Governor Chris Gregoire holds her agency directors accountable for delivering the results that are most important to citizens. She presides over performance review sessions, referred to as GMAP (Government Management Accountability and Performance) forums. In those meetings, agency directors report regularly to the Governor and her leadership team on their agency's role in the state's most important management and policy challenges.

GMAP was launched in 2005. A report to citizens, "Holding State Government Accountable for Results," was issued by the Governor on October 1 and will be updated annually. The report reviewed about a dozen examples of GMAP and other accountability efforts and provides a template for how accountability "stories" can be told by the state agencies who are delivering results.

### **GMAP communication goals**

1. Opinion leaders around the state are aware of (1) the results being produced through the GMAP program, especially meaningful improvements, and (2) the GMAP method as part of the Governor's hands-on leadership style.
2. The news media provides regular positive coverage about successes generated by GMAP and editorializes in favor of the GMAP process.
3. Washington citizens understand that state government is working to provide value for their tax dollars and perceive that "government is working better than it did before."
4. State government managers and employees are enthusiastic supporters of GMAP and understand how GMAP connects day-to-day operations with results that really matter to the public.

## **Messages**

“The Governor and her agencies are producing results for the citizens of Washington. For example, ...”

“Holding government accountable for results is just common sense. It is not enough to just set priorities and talk about what we want to do. We must measure government performance to make sure Washingtonians are getting the best possible return on their tax dollars.”

“The idea of GMAP is very simple. You start with good solid facts, your performance measures – including what’s going well and what’s not going well. You get all the people in the room at the same time who can solve the problem. You roll up your sleeves and together figure out what we’re going to do about it.”

“State leaders and line staff can help citizens understand the value of state government programs and services by using GMAP to make sure their day-to-day activities contribute to the results that customers, stakeholders and citizens care about most.”

## **Audiences**

- State and regional opinion leaders (such as chambers, EDCs, local government leaders, business and industry associations)
- State managers and workers
- News media, including special-interest publications and editorial boards
- Legislators
- General public

## **Overall approach**

This plan is based on several principles:

- People get their information in a variety of ways – news media, written materials, opinion leaders, co-workers, etc. This communications plan uses a variety of methods to ensure that messages about results achieved through GMAP reach all audiences.
- Reinforcement of messages is crucial to be sure people remember them. This plan calls for information to be released regularly throughout the year.
- Messages that include stories about individual people are more appealing and better understood than those that lack the human element. This plan supports activities that show how GMAP affects individual citizens.
- Communication opportunities occur at different times of year, and this plan is designed to take advantage of opportunities as they arise – for example, synchronizing communication about accountability with the Governor’s schedule of appearances around the state.

## **Activities**

Activities include a few one-time efforts and a number of recurring efforts. Efforts involving multiple agencies will be coordinated with the Governor's Communications Office during the regular meetings that take place with the agencies' communications directors.

### **Recurring efforts:**

- A quarterly GMAP electronic newsletter that provides brief descriptions of the latest GMAP activities and future plans.
- Agency directors give speeches around the state to chambers of commerce, other opinion leader organizations. The GMAP office will provide agency directors with a copy of the Governor's GMAP video and talking points on GMAP. Agency directors add in the specific results achieved (and goals for the future) for their agency.
- As the Governor travels around the state, agencies should help arrange for her to visit or be involved in events that highlight the achievement of results, and reinforce the accountability message. The GMAP staff also will provide advance information to the Governor to call attention to potential activities and opportunities to highlight the accountability for results message in the areas where she is traveling.
- Agencies offer GMAP results stories to the news media and stakeholder newsletters emphasizing examples and wherever possible citing how the results impact real people.
- The Governor's GMAP web page will be periodically updated to emphasize current examples of GMAP successes and challenges.
- Agencies and the Governor's office work together to produce periodic news releases based on the stories that emerge from the Governor's GMAP forums, culminating in the 2007 Report to Citizens.
- Feature "GMAP updates" in the Governor's regular electronic "Updates" to state employees and others. This is produced every two to four weeks – GMAP information should be included as appropriate based on the frequency of publication and the availability of newsworthy material.
- Articles written for national good government publications and applications made for national awards. (The primary focus of this plan is on in-state activities. A national reputation helps boost the credibility of GMAP within Washington as well.). Articles could be about GMAP as a whole or about one agency's particular achievement, but all would include credit for the GMAP process. Award applications could be for GMAP as a whole or an agency's specific achievement.

### **October 2006**

- Copies of 2006 Report to Citizens widely distributed.
- News release issued on report.
- GMAP communication plan drafted.

### **November 2006**

- GMAP communication plan finalized.

- Agencies offer GMAP stories (emphasizing examples with real people) to news media. They would also call attention to the Report to Citizens.
- GMAP video completed and distributed to agencies along with speaking points/stump speech.
- At least two speeches by agency directors to chambers of commerce, other opinion leader organizations (GMAP video also available).
- Begin development of quarterly GMAP newsletter.
- Draft op-ed piece for GMAP process by a third party (possibly a member of her Citizen Advisory Board on Statewide Performance).
- News release(s) based on stories from November GMAP forums.

#### **December 2006**

- Complete development (prototype) of quarterly GMAP newsletter.
- Agencies pitch stories generated by their “internal” GMAP sessions to weekly newspapers.

#### **January 2007**

- GMAP included in Governor’s state-of-the-state speech.
- Reports to legislative committees on GMAP progress (January or February).
- First GMAP quarterly newsletter issued.
- Governor involved in two events with specific accountability/GMAP messages.
- News release issued on GMAP progress.
- At least two speeches by agency directors to opinion leader organizations that reinforce the GMAP message.

#### **February 2007**

- Governor involved in two events with specific accountability/GMAP messages.
- Agencies pitch GMAP stories to business publications.
- At least two speeches by agency directors to opinion leader organizations.
- Reports to legislative committees on GMAP progress (January or February).

#### **March 2007**

- Governor involved in two events with specific accountability/GMAP messages.
- Agencies send GMAP articles to stakeholder association newsletters.

#### **April 2007**

- GMAP quarterly newsletter issued.
- Governor involved in two events with specific accountability/GMAP messages.
- News release issued on quarterly GMAP progress.
- At least two speeches by agency directors to opinion leader organizations.

#### **May 2007**

- Governor involved in two events with specific accountability/GMAP messages.
- Agencies pitch GMAP stories to radio stations.
- Governor gives keynote speech at GMAP recognition event for state employees.

**June 2007**

- Governor involved in two events with specific accountability/GMAP messages.
- Agencies pitch GMAP stories to TV stations.
- At least two speeches by agency directors to opinion leader organizations.
- Anniversary event to mark two years of GMAP.

**July 2007**

- GMAP quarterly newsletter issued.
- Outline developed and approved for 2007 Report to Citizens.
- Governor involved in two events with specific accountability/GMAP messages.
- News release issued on quarterly GMAP progress.
- Agencies pitch GMAP stories from quarterly GMAP progress report to daily newspapers.
- Governor sends all-staff e-mail to state employees on quarterly GMAP progress.

**August 2007**

- Draft 2007 Report to Citizens.
- Governor involved in two events with specific accountability/GMAP messages.
- Agencies pitch GMAP stories to weekly newspapers.
- At least two speeches by agency directors to opinion leader organizations.
- Write and pitch article for national good government publication.

**September 2007**

- Complete and print 2007 Report to Citizens.
- Governor involved in two events with specific accountability/GMAP messages.
- Application submitted for national award.
- Agencies write GMAP articles for stakeholder newsletters.

**October 2007**

- Distribute 2007 Report to Citizens (report will substitute for fall quarterly newsletter).
- Governor conducts news conference and delivers major speech to showcase GMAP and the report.
- Editorial board meetings arranged with major daily newspapers.
- Op-ed piece sent to daily and weekly newspapers.
- Agencies pitch articles to news media based on Report to Citizens information.
- At least two speeches by agency directors to opinion leader organizations.